

TAB C

QUESTION: "What must PRD or the Agency do, in your opinion, to significantly increase its take?"

1. We might have more direct correspondence from the Agency (ORR in particular) to Economics Department Chairman, Professors, etc.
2. The mailing of ER reports has made a tremendous impression on practicing economists. Every teacher who gets these is most appreciative. Perhaps we should follow up every now and then to these recipients and tell them of our needs.
3. We should have literature available that could point out:
 - a. The vast research and library facilities available to the economist.
 - b. That in time there will be opportunity to do independent research on a project of mutual interest.
 - c. That an economist does have the chance to publish, to attend professional meetings, and appear on panels at international and national meetings.
 - d. That there is an opportunity to do some teaching at a local university.
4. ERA should be continually re-defining what they regard as a "qualified potential recruit."
5. As a new recruiter, I enjoyed having [REDACTED] visit my area this year. He is very realistic and has good insight into recruiting based on his seven or more year's experience.
6. Professional journal advertising for economists of ORR caliber brought out a favorable number of replies in the New York Metropolitan area, but did not prove successful in Chicago and San Francisco.

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7. We have to depend on the very large educational institutions such as Ohio State, Indiana University, and the University of Michigan for our source. These universities are not only large enough, but sufficiently endowed with funds and grants to attract top-notch faculty members, better graduate students who wish to study under them, and provide the types of graduate courses to permit the MA and PhD candidate to move without delay into the areas of economic research are of interest to us.

8. We must devote special periods to recruitment in Economics Departments. This will be possible this coming year with the "One-Week University" program.

9. ORR must give continuing attention to each individual it favorably regards. [REDACTED] never let the trail cool off, even over a two-year period. His constant attention brought on board several PhD.'s that otherwise would have been lost.

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10. We must review our salary offers to graduate economists to make sure we are competing.

11. We must expedite decisions and processing of candidates for these positions.

12. We must provide an incentive for individuals seeking employment by a work-study program leading to advanced degrees.

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13. [REDACTED] University, expressed the following opinion.

a. If the Agency wants to increase its input of good economists, then the Agency must be satisfied to recruit them for relatively short periods of employment, i.e. three to five years.

b. That we should forget the GS scale and pay more money.

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c. That CIA is not the only government agency having problems recruiting good economists.

14. Dean Robert Burke, head of the Economics Department at Gonzaga University, stated:

a. That unfortunately the Ph. D. in Economics is looking for money.

b. That people are becoming more provincial and the desire to move about is much less than it was right after W.W. II; and, hence, the geographic location becomes a very serious consideration.

15. We recruiters are obliged to present to the candidate a realistic picture of the work involved. We must emphasize here that the picture we present was developed by working with ORR recruiters. Nothing is gained for the Agency by overglamorizing the work; it is, and must be so described, as "Library Research." We can and do lay great stress on the importance and the acuity of the information with which they will deal, but the sedentary nature of the work appeals to only a few.

16. We believe that there are improvements that can be made in our own recruitment techniques that will broaden our base of opportunity to make young economists aware of Agency opportunities in their field. To that end, we propose the following:

a. We propose the preparation of a well-written, well-printed 2 page pamphlet, that clearly and honestly describes the role of the Economic Analyst in the National Intelligence picture. It should be flavored with the professional jargon of the Economist. It should include a bibliography of unclassified ORR reports available to an interested candidate physically situated in his own Department; (ORR would prepare a "kit" of such reports to be placed by the recruiter at his discretion).

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b. In addition to the normal outline of salary levels and employment benefits, the pamphlet would also include clear indications that CIA Economists are free to write for publication and free to maintain professional contacts; (these are sensitive points with men in this field).

c. The name and address of all graduate students are generally available from the Department Chairman. A copy of this pamphlet could be in the hands of every graduate student in Economics prior to our campus visit. If then the student does not appear for interview, it is a sure bet that nothing will arouse his interest in this Agency.

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